



Scaling Growth, Advancing Ambitions

Annual General Meeting
Corporate Presentation
30 April 2025

Winking Studios Limited

Two Decades of Creative Excellence

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Agenda



**2024
Summary**



**Strategy
In Action**



Outlook



Questions

AAA Outsourcing and Development

4th largest game Art Outsourcing studio in the world*

Actively pursuing 'buy and build' strategy for rapid expansion

25+ Year

Group Operating history

1,300+ Large, global clients

Employees

Blue chip customers



Art Outsourcing Services

83%

of FY2024 Group revenues

- » Conceptualisation
- » Development
- » Creation of digital art assets



Game Development Services

17%

of FY2024 Group revenues

- » Conceptualisation
- » Programming and script writing
- » Testing, post-release support and maintenance services



Other Services

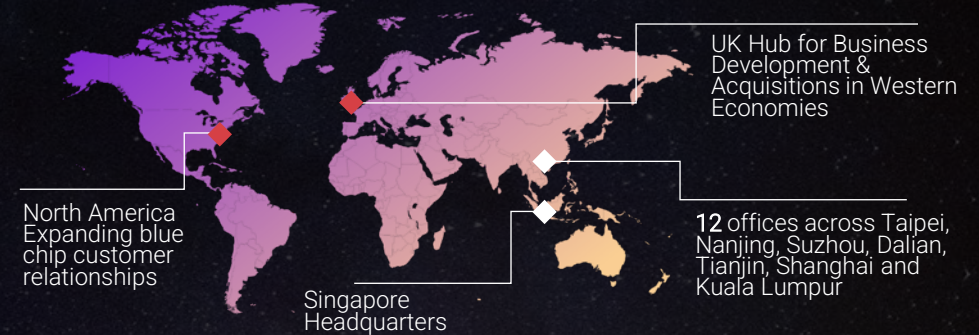
<1%

of FY2024 Group revenues

- » Publishing, sale of in-house developed games and peripherals



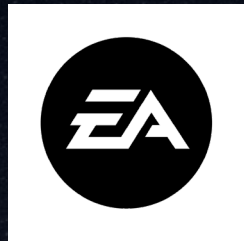
Our principal operating territories



Established, longstanding collaborations with

22 / TOP 25

Global Game Development companies Including:



Why Customers Come to Winking Studios

Benefits of outsourcing and our differentiated value propositions



Cost pressures on video games industry

- » AAA title and multi-year Mobile franchises development costs can reach up to US\$200m
- » Competitive forces on graphical realism
- » Growing need to localise products and innovate
- » Pressure on release cycles



Winking offers...

- » Cost efficiency (reduced fixed overheads) and scale with quality
- » Flexible delivery (scale projects rapidly up/down)
- » Focus on core competencies
- » Comprehensive services with in-house capabilities and centralised resources
- » Dedicated project managers simplifies the communication process, saving time and reducing costs for our clients

Aligned with the megatrends of the global gaming industry

FY2024 Highlights

Demand for services remained strong in FY2024

Revenue

US\$31.9M

+11.2% before FX,
Excluding the basis of constant
currency, revenue growth
would be 8.9%

Resilient operating performance

Adjusted EBITDA *

US\$4.8M

Includes ongoing listing expenses
(SGX) and distribution and
marketing costs of US\$1.2m not
incurred in FY2023

Strong Focus
& Niche

85.9%

Our Manpower Usage for Games
with Online Connectivity (such as
Mobile, Console and PC)

High repeat revenues from
follow-up projects

~41%

Percentage of Revenue from
Follow-Up status projects

Strong project pipeline

Indicative bookings

US\$35.8M

Indicative bookings of our artists by
customers over next 24 months
(from 31 December 2024), subject
to changes depending on the final
confirmation from customers

Robust investor support driving
global growth ambitions

Total proceeds raised in FY2024

US\$29.9M

US\$19.9m (or S\$27.0m
at S\$0.25 per share) in Singapore,
US\$10.0m (or £7.9m at 15 pence per
share) via dual listing on LSE

Accelerating M&A strategy

**2
Acquisitions**

On Point Creative in Taipei
in April 2024,
Pixelline in Kuala Lumpur
in June 2024

Prudent financial approach
with a healthy cash position

Cash and cash equivalents and
bond investments

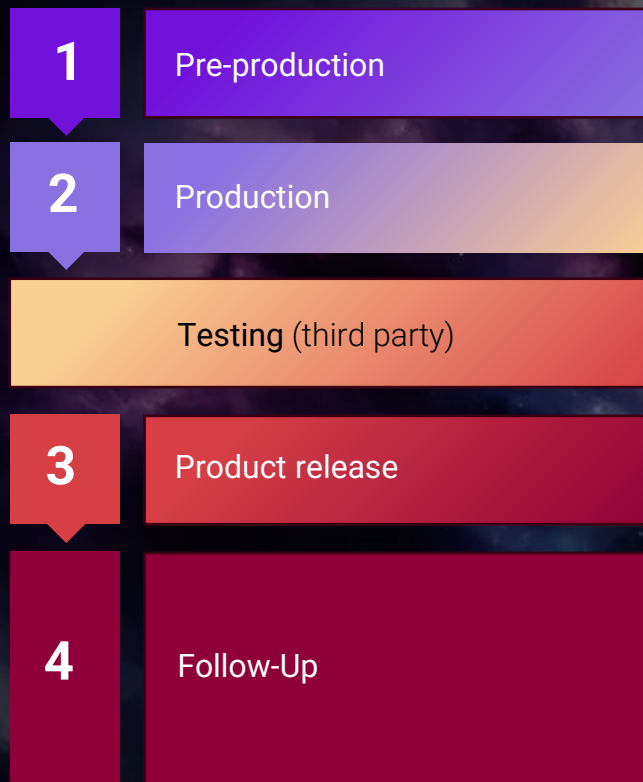
US\$41.3M

and zero borrowings
as of 31 December 2024

Art Outsourcing Segment



Production cycle illustration



» Follow-up revenue accounted for 26% in FY2020, increasing to **41%** of Group revenue in FY2024*

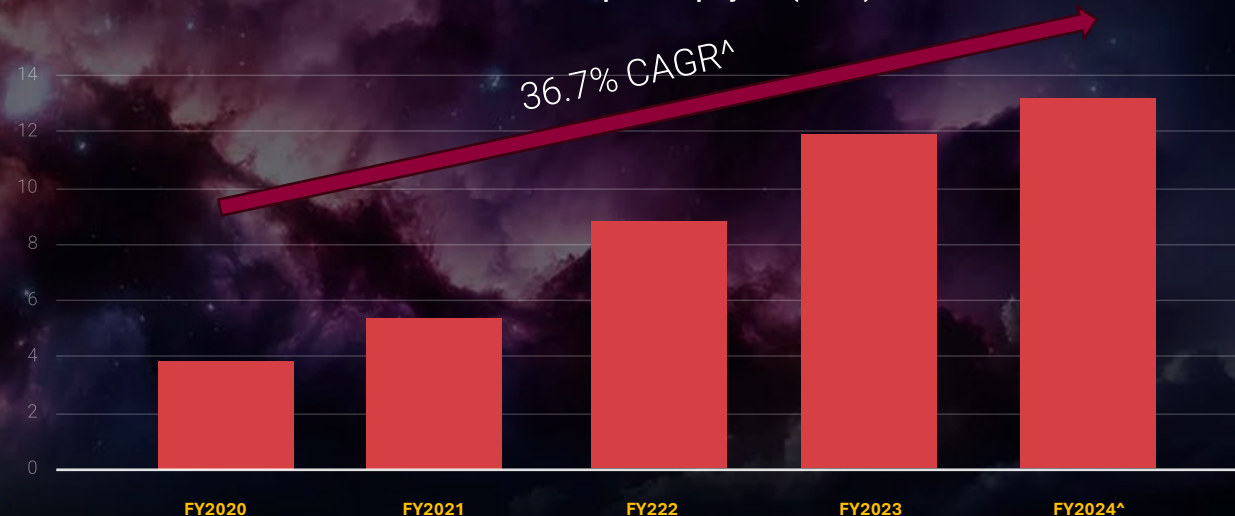


Long-term, repeat, valuable revenues

» Unlike traditional Offline games, games with online connectivity require regular content updates, creating steady and predictable demand for the type of art services we provide

	FY2020	FY2021	FY2022	FY2023	FY2024*
Revenue US\$m	12.3	20.4	22.0	24.1	26.4
Gross profit US\$m	4.2	6.2	5.6	6.9	6.7
Art Outsourcing headcount	327	464	555	590	644

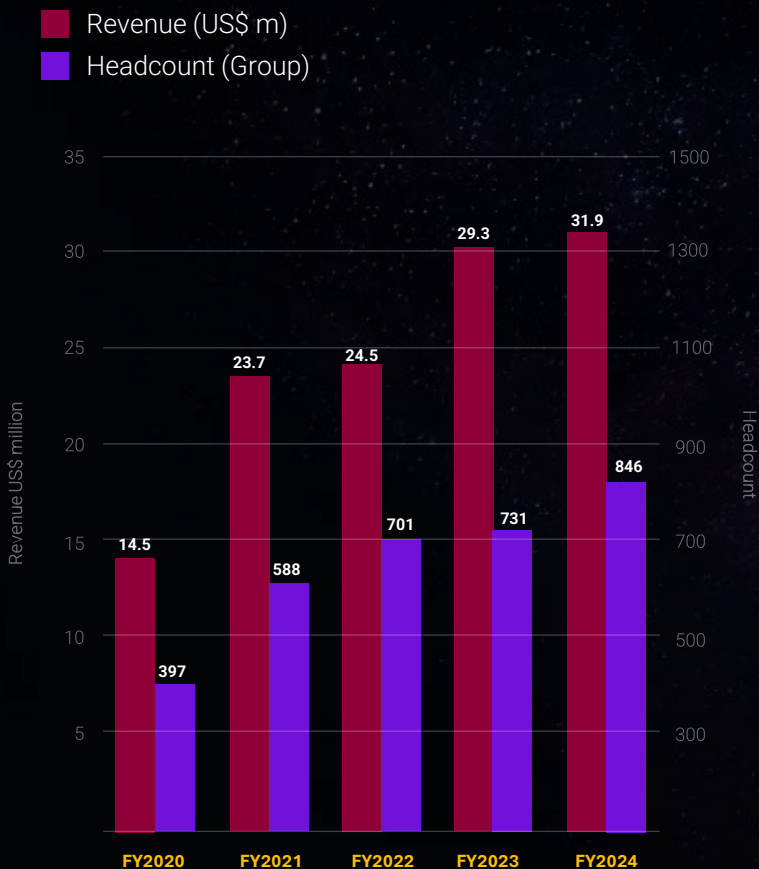
Revenue from Follow-Up status projects (US\$m)



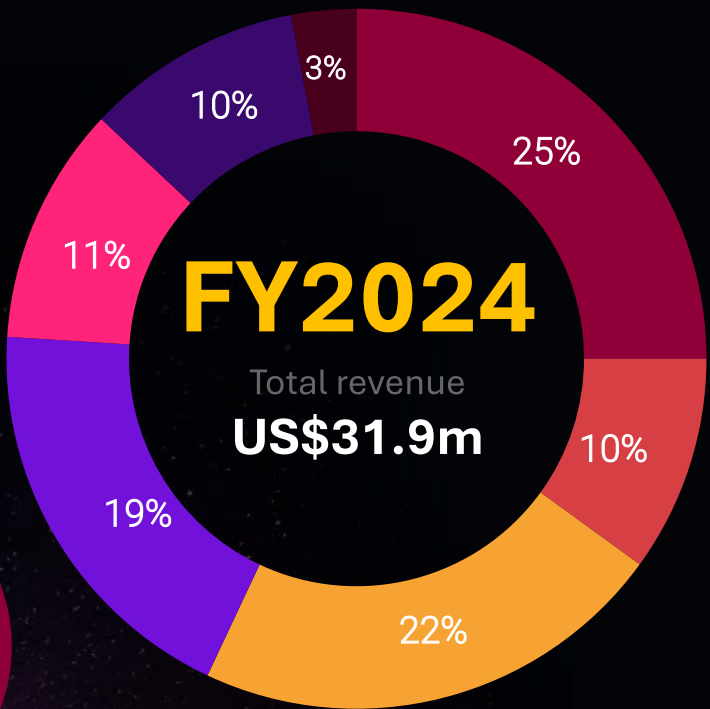
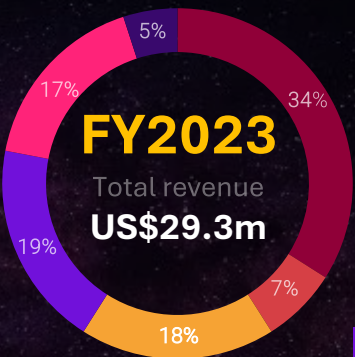
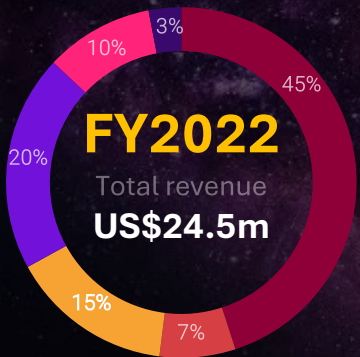
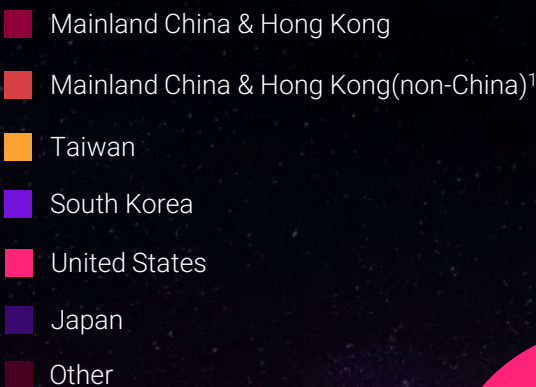
*Unaudited
[^]management estimate

Delivering Growth and Scale

Increasing headcount over the years



Good progress to diversify our revenue base geographically



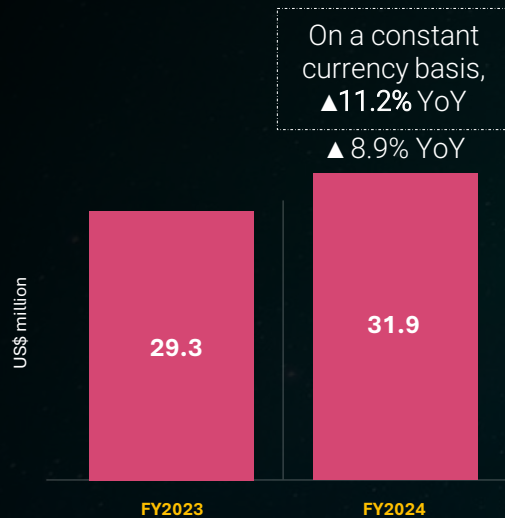
FY2023	
Customer	%
Largest customer	13
Top 5	44
Top 10	63

FY2024	
Customer	%
Largest customer	17
Top 5	52
Top 10	65

1. Comprises revenue from (i) Chinese subsidiaries from European and American customers and (ii) overseas subsidiaries of Chinese customers.

Key Financial Highlights for FY2024

Revenue (US\$ m)



- » Despite challenging market conditions within the global gaming industry in recent years, the Group continue to achieve resilient revenue growth with our focus and niche on Games with Online Connectivity (such as Mobile, Console and PC). Additionally, we saw increased orders from both new and existing clients in Taiwan, Japan, South Korea.
- » Our acquisition of two art outsourcing studios, On Point Creative and Pixelline, in FY2024, contributed US\$1.3 million of revenue.
- » On a constant currency basis, Group revenue growth would have increased to 11.2% YoY as there was a negative impact of 2.3% to Group revenue growth in FY2024 due to currency exchange rate fluctuations when converting local currency in operating markets to the reporting currency in USD, whereby certain foreign currencies depreciated against US\$ during FY2024.

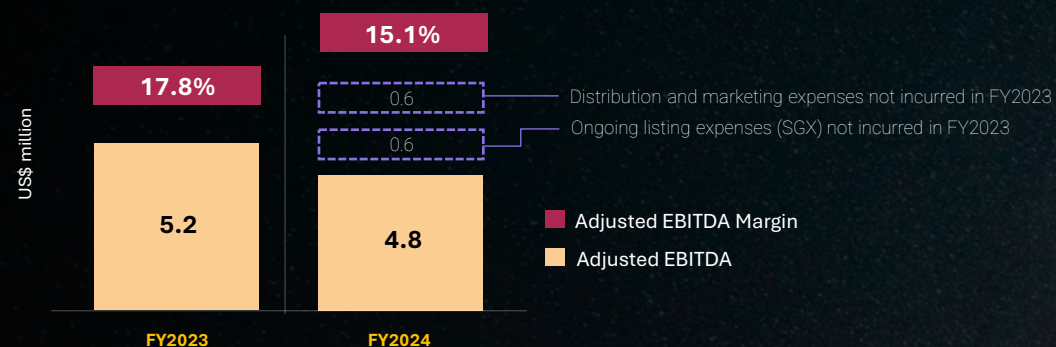
Gross Profit (US\$ m) / Gross Margin



- » Group's gross margin would have increased to 33.3% in FY2024, assuming the exclusion of the two acquisitions, On Point Creative and Pixelline.
- » Gross profit margin in FY2024 was affected by lower gross profit margin from the two newly-acquired art outsourcing studios, namely On Point Creative and Pixelline, mainly due to sub-optimal efficiency linked to teething issues that arose from the integration process post-acquisition.

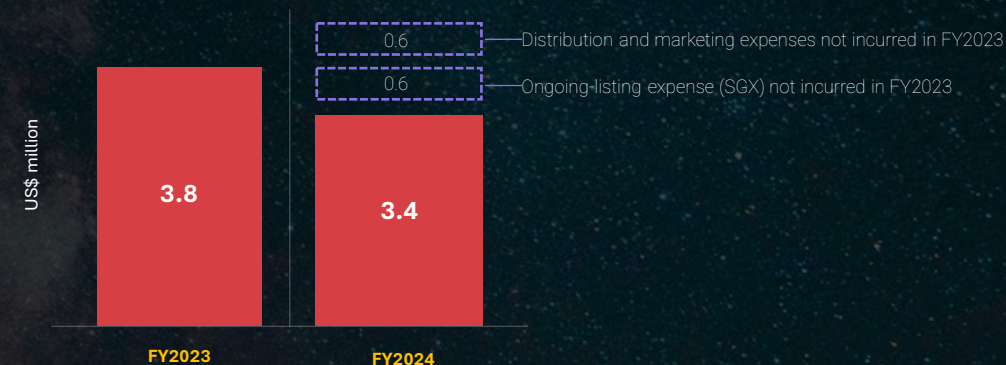
Alternative Performance Measures for FY2024

Adjusted EBITDA



- » Adjusted EBITDA in FY2024 comprises EBITDA, adjusted with an aggregate value of US\$2.8 million that included the Group's Dual Listing expenses on London Stock Exchange ("LSE"), Share-based compensation expenses, Foreign exchange gains/losses, Costs of acquisition and integration, and Private Placement Related Expenses (to raise US\$19.9m (S\$27m) in Singapore).
- » It is noted that Adjusted EBITDA in FY2024 includes ongoing listing expenses (SGX) and distribution and marketing costs of \$1.2m not incurred in FY2023.

Adjusted Net Profit



- » Adjusted net profit in FY2024 comprises net profit, adjusted with an aggregate value of US\$2.8 million that included Dual Listing expenses on London Stock Exchange ("LSE"), Share-based payments expenses, Foreign exchange gains/losses, Costs of acquisition and integration, Amortisation of acquisition-related intangible assets, and Private Placement Related Expenses (to raise US\$19.9m (S\$27m) in Singapore)
- » It is noted that Adjusted net profit in FY2024 includes ongoing listing expenses (SGX) and distribution and marketing costs of \$1.2m not incurred in FY2023.

Strategy in Action

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FY24 Results



Clear Growth Strategy Delivering at Pace

Our Mission to become:

#1 Art Services Provider in the World



Acquisitions

- » Increase Art Outsourcing capacity in Asia with targeted valuations of 7-10x EBITDA Multiple
- » Grow customer base across classification (i.e. AAA), platform (i.e. console) and geography (i.e. the West)
- » Build out UK hub to facilitate direct presence in Western markets including the US and Europe



Organic Growth

- » With the total global development expenditure in the gaming industry expected to increase to US\$55.3 billion in 2028, registering a CAGR of 9.8% between 2023 and 2028*, our niche in game with online connectivity provide good repeat revenue and growth opportunities.
- » The rich talent pool in Asia, combined with Winking Studio's established market presence, provide a solid foundation for growth and scalable delivery, making expansion easier and more efficient.



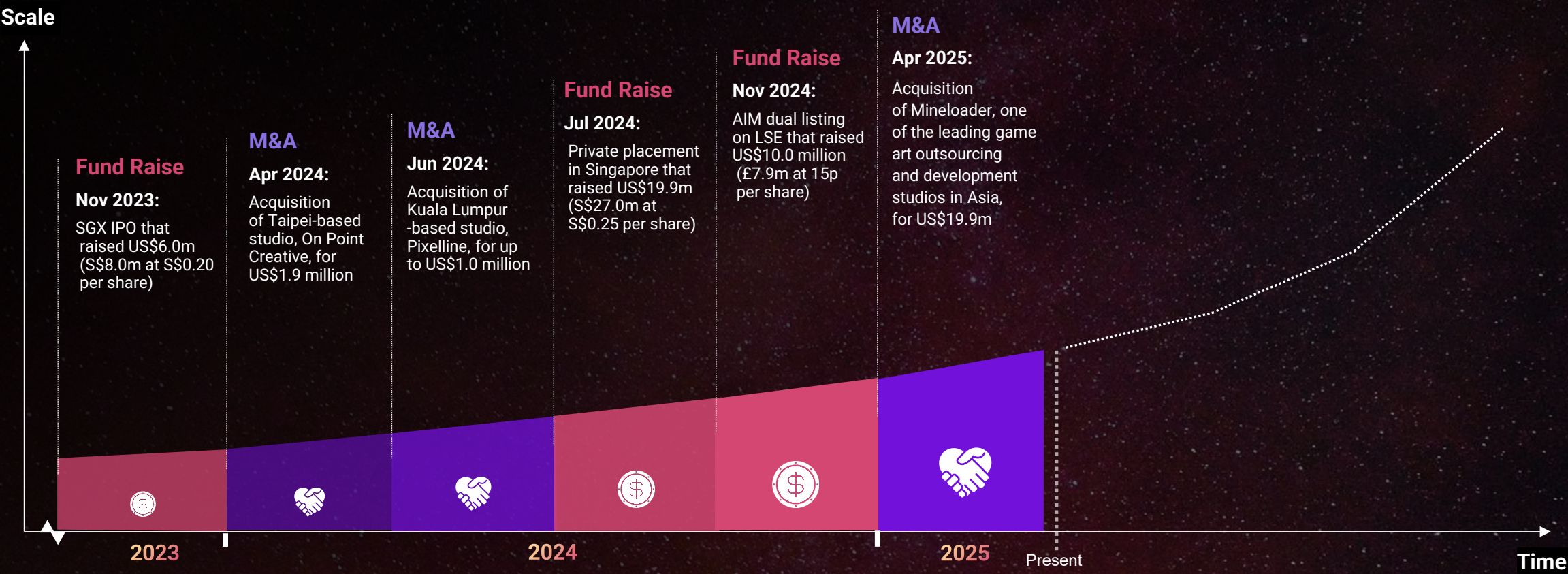
Strategic Partnership



- » Supportive of acquisition strategy
- » Since emerging as a strategic investor, Acer has participated in all of Winking Studios' fund raising activities for our global ambitions
- » Leverage Acer's extensive network of industry relationships
- » AI Collaboration – Genmotion.AI

Scaling Up

Robust investors support and proactive M&A strategy



Building a Global Leader through M&A



On Point Creative

Acquired:
1 April 2024

Consideration:
US\$1.9m*

- >> **Taiwan-based** studio
- >> Industry leader with international product **experience in Digital Art and Game Development**
- >> Brings **new established customer relationships** in:
 - Design
 - Animation
 - 3D Environment
 - 3D Characters
 - 2D Art
 - Concept Art



*On 1 April 2024, the exchange rate of 1 US\$ = 31.97 New Taiwan Dollars



Pixelline

Acquired:
28 June 2024

Max Consideration:
US\$1.0m

- >> **Animation production studios in Malaysia**, armed with years of experience in producing top quality 3D animations and game art
- >> The Group's first operational foray **into South-East Asia**
- >> Brings **new established customer relationships** in:
 - Animated Feature Film
 - TV Series
 - Advertisement

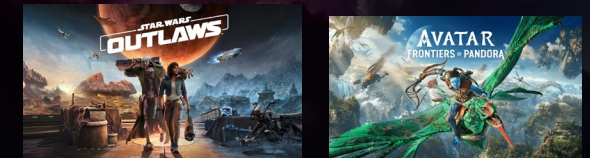


Mineloader

Acquired:
1 April 2025

Max Consideration:
US\$19.9m

- >> **Largest acquisition to date**
- >> **One of the leading game art outsourcing and development studios in Asia** with a workforce of more than 460 employees
- >> Integrated capabilities across three major gaming platforms with strength in console platform games
- >> **Strong traction in Western markets** in recent years
 - 3D Animation, 3D Characters, 3D Assets
 - Games Development
 - Full Level Production



Outlook

WINKING®

FY24 Results



Outlook

2025



The acquisition of Mineloader, which will expand headcount, increase market share in game art outsourcing industry and enhance value propositions in the console games market segment and Western markets.



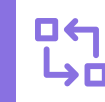
Building a robust pipeline of M&A opportunities with 25+ years of industry experience and established networks in the global gaming industry.



To identify and establish new production hubs within Southeast Asia that has a strong talent pool and greater cost efficiencies, to strengthen our competitive advantages in serving our customers.



Accelerating business development efforts in Western markets (USA, Europe and UK) and Japan to further diversify revenue base and secure new customers and projects, through strategic ventures and alliances.



Enhance business synergies, resource integration and cross-selling opportunities within Winking Studios' growing network of studios in Asia, to optimise business performance.

Investment Case



'Work-for-Hire'
business
model

**Limited
product risk**



Outsourcing is central
to Game Development
industry

**Compelling
cost advantage**



Focus on
high-growth
Mobile/Online titles

**Long-term,
repeat revenues**



8-10%
historical organic
growth**

**Taking relative
market share**

acer *

Significant shareholder
(64.2%), with extensive
network of relationships in
Game Development and Art
Outsourcing industries.



Established presence
in Asia

**Rich talent pool,
scale delivery**



24+ months
indicative bookings

**Good revenue
visibility**



Fragmented
market

**Consolidation
opportunity**



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Questions

Winking Studios Limited
www.winkingworks.com

Winking Studios Limited

Two Decades of Creative Excellence

February 2025

A vibrant, stylized illustration of Super Mario characters in a space-themed setting. Mario is the central figure, wearing his iconic red cap with a white 'M' and blue overalls, holding a blue and white Power Star. To his left is a character with black hair and green accents, and below him is a character with blonde hair and a crown. A yellow star with a face floats above Mario. The background is a deep blue space with stars, a pink ribbon-like structure, and a small blue creature in the bottom right.

Appendix

WINKING.

FY24 Results

Winking Studios

1997 - 2003

Origin and First Steps

Founded in Taipei as WindThunder Studio, focused on game development

2004 - 2007

Expansion and Investment

Began providing full-cycle development services with investment from Intel and HSBC

2008 - 2015

Growth

Collaborated on high-profile projects including Final Fantasy XIV

Awarded ISO9001 and Red Herring Top 100 Asia accolades

2016 - 2023

Scaling Up and Global Recognition

Partnered with major industry players including Sony, Nintendo, and Epic Games

First investment from Acer

Expanded operations across Asia and listed on the Catalist of the Singapore Exchange

Awarded ISO 27001 certification

2024

Mission to Become #1 Art Services Provider Globally

Completed first two acquisitions

Launched beta testing GenMotion.AI text to image AI product

Dual listing on AIM

Market Growth

Growth in global gaming industry which Asia dominates

Increase in Mobile gaming

Trend of companies looking to outsource services



Overall Global Gaming Industry growth

Expected 2023-2028 CAGR growth of

10%

By 2028, no. of gamers globally expected to reach

4.6bn

Increasing breadth and quality of gaming hardware

Shorter development cycles for new game launches

Online Gaming Growth

Mobile gaming market share in 2023

59%

Expected CAGR growth from 2023 -2028 of

13%

Accessible

Affordable

High quality titles engages players for longer

Asian Market Majority

Asia is approximately

50%

of global video games industry, with

1.5bn

gamers

Smart phone adoption

Network connectivity

Favourable demographics

Art Outsourcing and Development Growth

Gaming Outsourcing market grew

15%

CAGR 2018 –2023, which is greater than the overall Global Gaming Industry

Performance and cost benefits of outsourcing

Demand for superior graphics

Strong reputation of APAC

Board of Directors



Independent and
Non-Executive Chairman

Lim Heng Choon

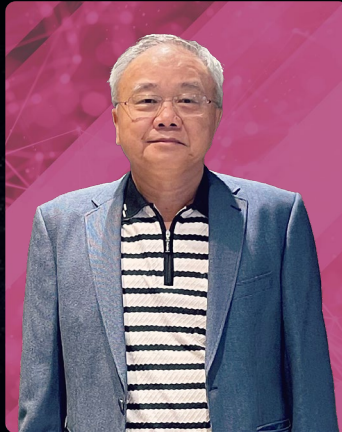
Over 28 years of financial advisory experience. Chief financial officer of Centific Global Solutions, Inc as well as the founder and managing director of Hyperion Connect Pte. Ltd.



Independent and
Non-Executive Director

Chang Yi-Hao

Over 20 years of experience in the gaming industries. He oversaw game licensing and operations across multiple countries including, amongst others, Japan, China, the United States, Europe, Thailand and Malaysia.



Independent and
Non-Executive Director

Yang Wu Te

Over 30 years of experience in the finance and private banking across institutions such as Deutsche Bank, JPMorgan Chase & Co, Merrill Lynch and Julius Baer.



Executive Director and
Chief Executive Officer (Founder)

Johnny Jan

Over 26 years of experience in the Art Outsourcing and Game Development industries, Director of the Taiwan Game Industry Promotion Alliance.



Non-Executive
Director

Kao Shu-Kuo

Chairman of the board of directors in Acer Gaming Inc. Over 29 years of experience in IT product business, including business management and product cycles of various products in Acer.



Independent and
Non-Executive Director

Daniel Widdicombe

Over 25 years of institutional finance experience in Europe, China, Hong Kong and Singapore. ED, NED and INED of several public and private companies.



Finance Director and
Group Chief Financial Officer

Oliver Yen

Over 29 years of finance and management experience, with more than 20 years of experience within the Game Development and game publishing industry.

Shareholder structure

As at 31 January 2025

Name	%
Acer Gaming Inc	57.4
Acer SoftCapital Incorporated*	6.8
Flying Way International Corp**	5.2
Mr. Cho Tai-Wei**	0.8
Mr. Johnny Jan***	5.0
Ms. Lee, Chiu-Hui***	0.5

- » Acer participated in AIM IPO
- » Acer is not involved in the day-to-day operations
- » Acer has one (1) board representative

- » Shares in issue: 440,364,942
- » Johnny Jan, CEO, and his related parties hold 11.8%
- » Management team hold 13.1%
- » Public float: 22.7%

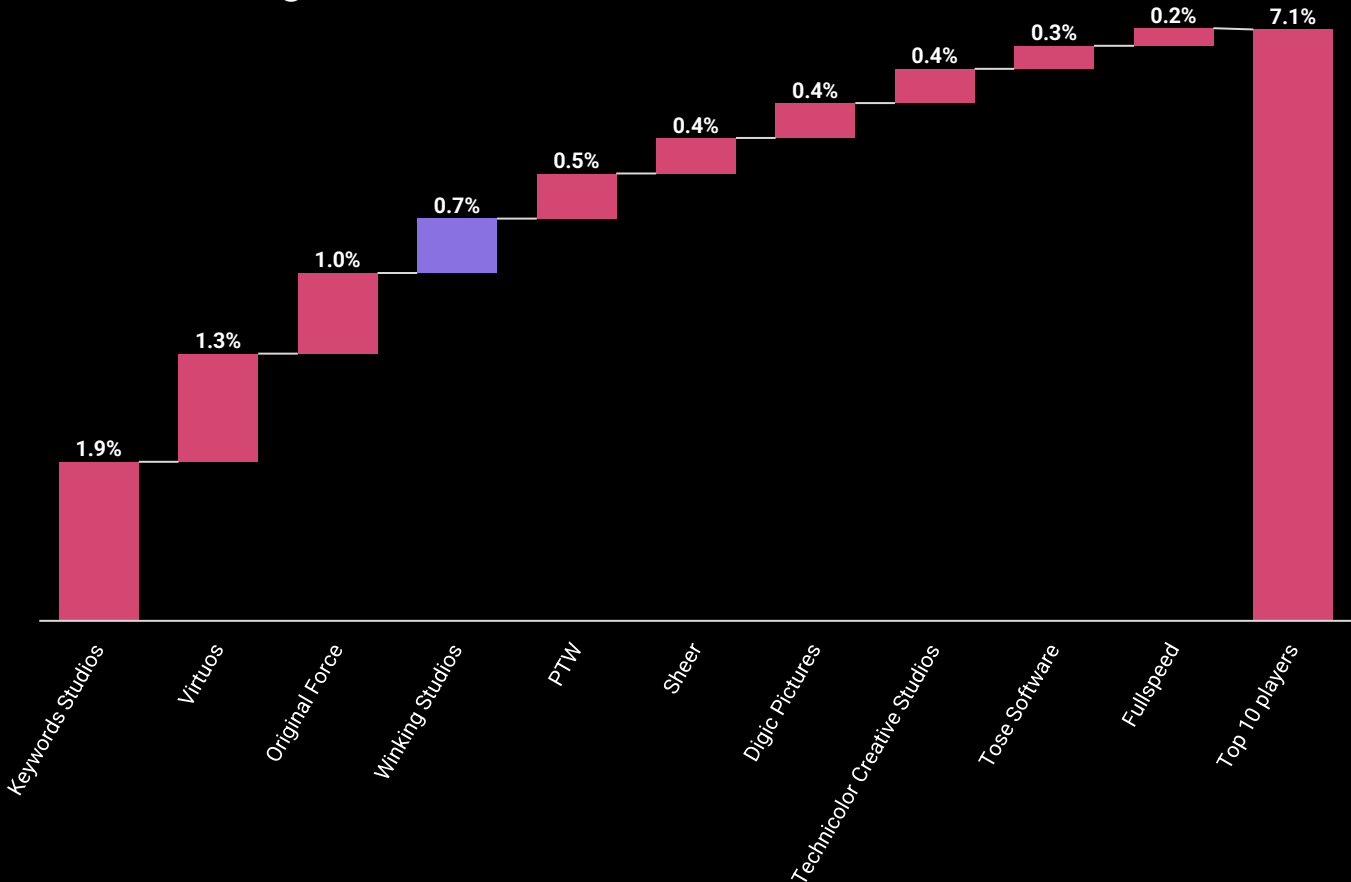
Competitive Landscape



- >> The top 10 players account for 7.1% of total market share in 2023
- >> Winking placed 4th globally with 0.7% market share and 3rd in Asia



Top 10 Players in the Global Game Art Outsourcing Market, 2024



Game Art Outsourcing Market Overview

Top 5 studios globally by 2023 game Art Outsourcing revenue

Rank	Company	Major Business	Number of Game Art Employees (approx.)	Key Geographical Locations	Major Customer Base	Positioning & Vision
1	Keywords Studios	Game Development & Art Services Functional & Localisation Testing & Audio Marketing & Player Engagement	1,400	Europe & US	Europe & US	Total Solution Provider
2	Virtuos	Game Development & Art Production	1,850	Asia	Europe & US	Global Game Development Service Giant
3	Original Force	Art Service CG Animation	1,300	China	Asia, Europe & US	N/A
4	Winking Studios	Art Service Game Development	600	Asia	Asia, Europe & US	Global Art Service Giant
5	Pole to Win	Media Contents (incl. Art Service) Others (incl. Testing, Localisation)	500	Japan	Japan, Europe & US	N/A

Where AI Falls Short

The high value-add creative process offering original, bespoke artistic design cannot be replaced by Artificial Intelligence

- » Very limited publicly available 3D model data on the internet heavily restricts quality and variety of AI-generated models
- » AI cannot understand context or causality, or understanding of client needs that Winking Studios' artists bring
- » AAA game developers demand high-end, quality and differentiated assets



VS



"The reality is the internet is not populated with tons of great 3D content"

Mike Haley
Autodesk Senior VP and Research Chief



"OpenAI training Sora on our videos would be 'clear violation'."

Neal Mohan
YouTube CEO

Our New AI Technology

Ability to harness the power of AI to develop SaaS tools for high-volume art production

In-house development - GenMotion.AI

- » Beta testing a new text-to-image AI product to revolutionise 3D Animation Design
- » Developed by Winking's AI Research Lab, GenMotion.AI is leveraged to generate 3D game animations using text descriptors
- » It is an AI tool designed for professional animators and game production to improve efficiency and quality

The Company believes that GenMotion.AI is one of the first AI tools for animation developed by a Game Development company, tailored to the needs of game developers

